Conduct and discipline has been integrated throughout the performance-related processes, which is an example of a holistic approach to performance. Conduct and discipline elements have been incorporated into the enhanced pre-deployment visit programme, the Force Commander and Police Commander evaluation processes and the Unit Performance Evaluation Review.

Steps to ensure high performance

1. Units are registered in PCRS and selected for AAVs
2. AAVs advise T/PCC on UN standards, policies & training requirements and give an accurate picture of preparedness and readiness
3. USG DPO decides on unit selection
4. PDVs, FPATs, and SAATs assess personnel against clear standards
5. T/PCC takes action, with support where needed (e.g. training & capacity support via LCM)
6. Units deploy
7. Mission provides induction and additional trainings
8. DPO Leadership reviews objective performance data and decides on necessary actions
9.反馈 to T/PCCs
10. Unit receives evaluation recommendations to enhance performance
11. Integrated performance evaluations of units based on clear standards
12. Regular in-mission assessment & monitoring of performance
13. Military Unit Evaluation Summaries Received by UNHQ, by Quarter
14. Military Unit Evaluation Summaries for UNMISS, by Quarter
15. Military Unit Evaluation Summaries for MINUSMA, by Quarter
16. Military Unit Evaluation Summaries for UNAMID, by Quarter
17. Military Unit Evaluation Summaries for MINUSTH, by Quarter
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Outcome of enhanced methods to strength performance evaluation

Concrete Changes Resulting from Pre-deployment Visits (PDVs) and Assessment and Advisory Visits (AAVs)

- Establishment of dedicated national training centers
- Revised national force generation process for upcoming rotations
- Improved training plans
- Replacement of unit leadership
- Inclusion of UN standards in national doctrine
- Enhanced in-mission training
- Delay of rotation to allow TSC to address immediate training shortfalls
- Partial repatriation

Impact of OPSP Independent Review

Following OPSP investigation, UNMISS shifted towards a more mobile posture, enhancing the sharing of peacekeeping intelligence, and improved its casualty evacuation procedures.

Deployment of Units from the PCRS

In 2019, all selections for new military unit deployments originated from the Peacekeeping Capability Readiness System (PCRS), an increase from 2018. This has enabled more updated unit selections and supports a more rapid deployment of uniformed peacekeeping capabilities that are known to meet UN standards of training, equipment and preparedness.

Training and capacity building

Triangular Partnership Project

1843 Trainings

29 Field Medical Assistant Courses

151 IT Infrastructure / management (Signals Academy)

518 Telecommunications (Signals Academy)

Light Coordination Mechanism (LCM)

The LCM is coordinating and de-conflicting bilateral capacity building efforts. From 2017 to 2018, two Member States deployed a mobile training team each to five MINUSMA troop-contributing countries to train trainers on operating in an improvised explosive device environment, in line with Mine Action Service standards.

Equipment

Coordinated and intensified engagement with troop contributors has helped improve equipment performance.

Safety and security

Action Plan on Improving Security of UN Peacekeepers

Implementation of the Action Plan to Improve the Security of UN Peacekeepers contributed to a sustained decrease in unreported peacekeeper fatalities due to violent acts.

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Women peace and security

Increase in Women Peacekeepers

Progressive increase in the number of female officers deployed as individuals or part of units due to coordinated efforts by the Secretariat, contributing countries and field missions.

![Graph showing increase in women peacekeepers](image)

MINUSMA: Enhancing Protection of Civilians

As part of operation Oryx, MINUSMA expanded the scope of its operations and increased its focus on the areas where civilians are most under threat, including Koro, Bandiagara and Bankass in Mopti region.

The deployment of units from Gao and establishment of temporary operating bases has enabled the Mission to increase its engagement with communities at risk. At least three companies have been continuously deployed in Mopti region with the support of intelligence, Surveillance and Reconciliation (ISR) and Quick Reaction Force (QRF) assets in order to prevent and deter violence against civilians.

![Graph showing protection of civilians](image)

Protection of civilians

MINUSCA: Reduced Conflict-related Sexual Violence

In CAR, women troops from MINUSCA have helped reduce the number of cases of conflict-related sexual violence.

![Graph showing reduction in conflict-related sexual violence](image)

MINUSMA: Adaption of An Agile/Mobile Posture

The protection posture of UNMISS is increasingly mobile, extending outreach and engagement to communities beyond the POC sites while ensuring ongoing and appropriate security within the sites. For example, in Bor, following the signing of the R-ACRS and in part due to the mediation and peacebuilding efforts of UNMISS and local partners, the security environment improved considerably. As a result, in April 2019, UNMISS reduced the static presence around the site to allow increased patrolling thus expanding its protective presence in adjacent communities.

![Image showing agile/mobile posture](image)

UNMISS: Increased Female Participation in Revitalized Peace Process

In South Sudan, UNMISS police contributed to the increased participation of women in the revitalized peace process. From 2017-2018, UNMISS supported 4x increase of women participating in negotiations of the peace process - from (7) in 2017 negotiations to (28) during September 2018 negotiations of Revitalised Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS).

![Graph showing increased female participation](image)

Conduct and discipline

Allegations of Sexual Exploitation and Abuse

A rise in reported allegations in 2019 is concerning but also signals that efforts introduced to detect allegations across categories of personnel have led to an increase in reporting. We must continue putting efforts at prevention, enforcement and support to victims, and raising awareness among communities.

![Graph showing allegations of sexual exploitation and abuse](image)

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